DOCUMENT RESUME

ED 436 321 RC 022 142

TITLE	American Camping Association Annual Report, 1999.
INSTITUTION	American Camping Association, Martinsville, IN.
PUB DATE	1999-00-00
NOTE	17p.
AVAILABLE FROM	American Camping Association, Inc., 5000 State Road 67 North, Martinsville, IN 46151-7902. Tel: 800-432-2267 (Toll Free).
PUB TYPE	Reports - Descriptive (141)
EDRS PRICE	EDRS Price MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	Accreditation (Institutions); Annual Reports; *Camping; Child Development; *Institutional Advancement; *Institutional Mission; Professional Associations; Professional Development; *Professional Training; Public Relations
IDENTIFIERS	*American Camping Association

ABSTRACT

Founded in 1910 as the Camp Directors' Association of America, the American Camping Association (ACA) is the largest organization serving the organized camping industry. Over 5,500 members come from all segments of the camp profession. This annual report for 1999 describes ACA activities in support of organizational commitments. These commitments (and associated activities) include: (1) increasing the credibility of the association and its members (lobbying and coalition building related to legislation affecting camps, research on the benefits of camping for children, partnerships with allied organizations); (2) providing professional education (training, networking, developing training resources); (3) enriching the lives of children (increasing camp experiences for low-income children, providing positive environments for youth development); (4) spreading the word (public relations via mass media, an interactive Web site, and free publications); (5) making a camp experience a reality for all through inclusive practices and special programs; (6) promoting best practices and quality programs through ACA accreditation standards (revised in 1998); and (7) preserving organized camping in the 21st century (creation of a resource development committee, reorganization of the national staff). Also included are lists of contributors, national and sectional boards of directors, financial statements, and photographs. (SV)

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1999

ED 436 321

ANNUAL REPORT

"Quiet Time"
by Marv Lein
1999 J. Wendell
Howe Golden Lens
Award Recipient

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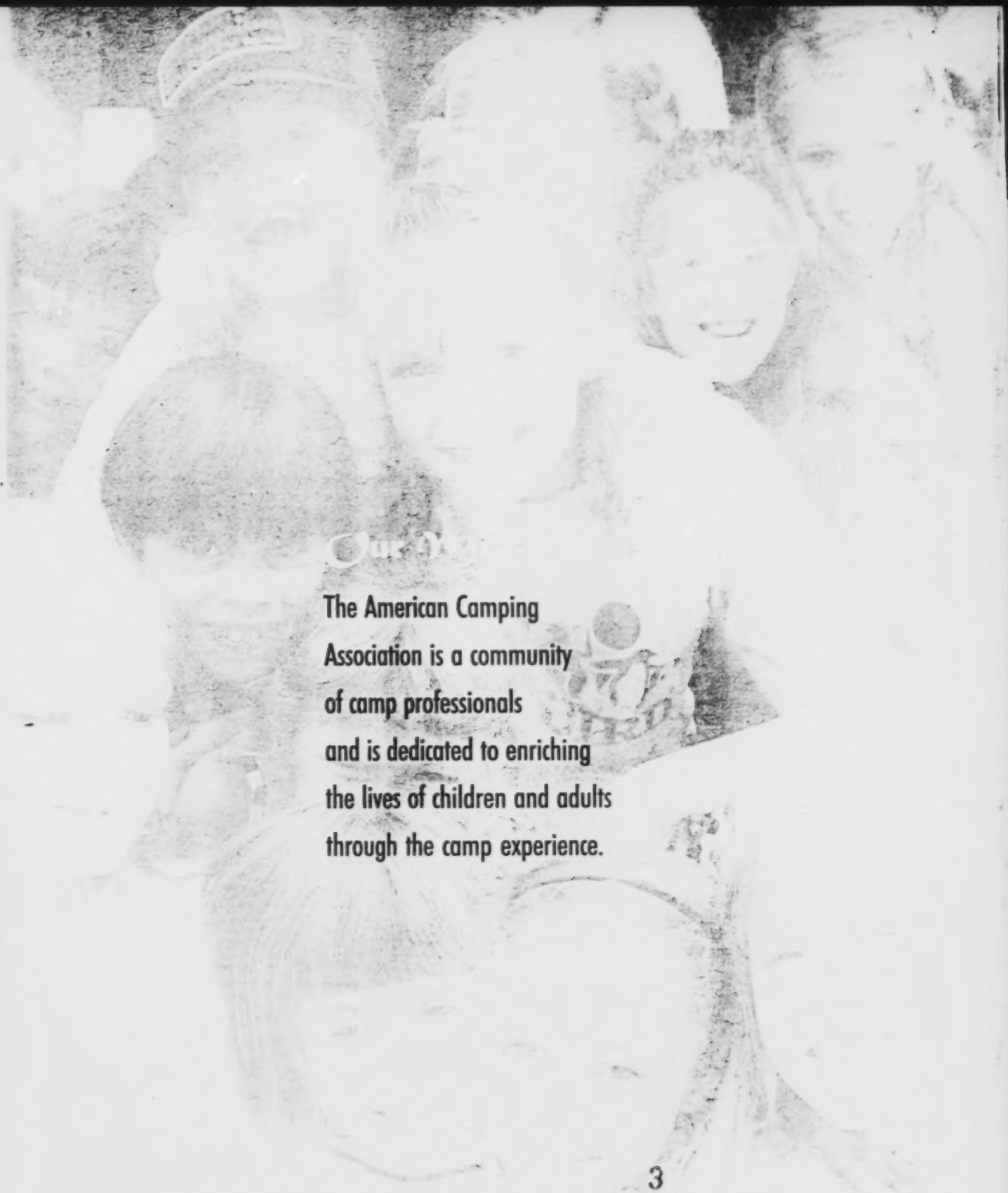

Our Mission

The American Camping Association is a community of camp professionals and is dedicated to enriching the lives of children and adults through the camp experience.

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is undergoing a conversion, and we are achieving progress while in transition! That process involves external and internal innovation designed to fuel our future. Passion combined with knowledge will be our number one resource. Passion and knowledge are not by-products but the driving force behind fiscal and moral wealth. They are also the power behind influence and credibility.

Passion and knowledge embrace our ideas, values, and emotions. They represent the mythology and poetry of the camp experience, residing in camp stories, images, symbols, and most importantly, in our hearts. Moreover, passion and knowledge are about action! The ACA community of interaction starts with the commitment of individuals, expressed through their sections and reaching to national. We are closing the circle around our combined passion and knowledge which warm and fuel the spirit and strength of our campfires. We recognize the out-of-doors as the catalyst for the power of the camp experience to uplift the human heart and soul.

Rodger M. Popkin
ACA National President

A great deal has happened this year that will propel ACA into the future with the courage inherent in a community that possesses a profound moral center. In a world of ambiguous shades of gray, the camp experience recognizes and nurtures the best of human spirit and vitality. As such, ACA has worked hard to find ways to accomplish the Board of Director's mandate to grow the association, thus expanding the positive influence of the camp experience.

Peg Smith
ACA Executive Director

To influence national goals and impact on regulation, ACA has entered into a partnership with APCO. APCO is a Washington-based full-service public affairs, program development, and strategic communications firm. APCO is meeting our need for a Washington-based federal legislative monitoring and relationship-building service. ACA's Public Policy Committee is working closely with APCO to establish a legislative campaign that includes coalition building, internal and external grassroots and grass tops organizing, and alliance building in order to position ACA at the table.

To build assets and the capacity for creative action to impact the future, the Board of Directors has also firmly embraced fund-raising both philosophically and practically. ACA formed a Resource Development Committee that is divided into the following focused areas: annual giving, deferred giving, grants, and co-ventures/entrepreneurial collaboration. Camp gives kids a world of good. The American Camping Foundation continues its fiduciary commitment to investments and will work hand in hand with ACA. Yet, it doesn't end there. Children and youth impact families; healthy and productive families ensure a healthy democratic society. ACA's charitable vision is to reach more kids. Camping will be a continuing American tradition, not just a part of American history.

To authenticate and validate the power of the camp experience, ACA has also entered into a research coalition with the Evangelical Lutheran Church of America, the United Methodist Camp Leaders, the Jewish Community Centers, Easter Seals, Camp Fire, Religiously Affiliated Camps, the Not-for-Profit Council, and the YMCA. A meta-analysis has been completed on the value of the camp experience and its impact on self-esteem. This work done by Paul Marsh, a graduate student at Indiana University, is serving as the building block for a much more aggressive look at the values of the camp experience. The research coalition anticipates seeking funding from a major foundation to help document the experiences, skills, competencies, values, and opportunities related to youth development that are provided by camp experiences. We intuitively know camp gives kids a world of good. We want to document that statement with reliable national research. The American Camping Foundation has already contributed to this effort providing the fiscal support needed to initiate such an ambitious project.

All of the efforts outlined help to close the circle of partners and accelerate ACA's credibility, viability, and visibility, which are necessary to preserve and promote the camp experience. The two of us are personally committed to serving the ACA community through the end of this century and beyond.

"You can count how many seeds are in the apple, but not how many apples are in the seed."
— Ken Kersey

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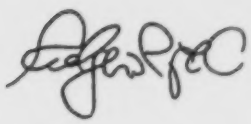

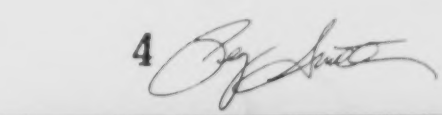

A community of camp professionals . . .

Founded in 1910 as the Camp Directors' Association of America, the American Camping Association is the largest organization serving the organized camping industry. ACA's current 5,500-plus members represent a diverse constituency of camp owners and directors, educators, business representatives, students, and retirees. Members come from all segments of the camp profession, including agencies serving youth and adults, independent camps, religious and fraternal organizations, and public/municipal agencies.

"They certainly will be better for it, as their lives have been enriched by all they've encountered at this very special place."
— Parent

Commitment to increasing credibility

It's been said that an organization is only as strong as the individuals within. Each year, hundreds of ACA volunteers spend thousands of hours working on projects to improve the association and to make the jobs of their peers — other camp professionals — just a little easier.

This year, in response to members concerns about legislation affecting camps, the Public Policy Committee began working with APCO Associates, Inc., a government relations firm with extensive experience in lobbying and coalition building. This relationship will help ACA keep members informed about important issues and give ACA a strong voice in Washington.

The Research Committee pushed full steam ahead in their work to prove that . Working with several affiliated organizations and Paul Marsh, a graduate student at Indiana University, the research coalition completed an initial meta-analysis of research on camp and self-esteem. Camp directors have long believed in the power of the camp experience, and the findings of this study validate that belief. The research coalition now plans more in-depth research into the outcomes of camp, information camp directors need. Stay tuned!

ACA's Insurance Committee selected Frontier CampPro as the association's endorsed insurance carrier, forming a partnership that will help bring educational opportunities to members and financial strength to the association. ACA also worked with several allied organizations, such as Conservation USA, Hershey, Wild Birds Unlimited, the Sierra Club, Nickelodeon, and Patagonia, to bring programs and other opportunities to members. Overall, ACA strives to increase positive alliances and establish our position as a in the ever-growing camp industry.

Photo courtesy Steven C. Cleaver

Photo courtesy Camp Emerson

Commitment to providing education

ACA believes that camp professionals care about the successful development of children. Therefore, the national headquarters and the twenty-four sections located across the country form a seamless link to provide members with the latest information and most up-to-date resources. The more than 200 national and section educational events held throughout the year gave members the opportunity to with other camp professionals and provided training on every aspect of camp operations, from running the business office and staffing to designing dynamic programs and evaluating outcomes.

Several other training resources were created this year, some designed to be used for local training and others for use by camps to train their staff members.

ACA illustrated its commitment to experiential learning this year with the training game *S'mores and Other Sticky Stuff*. The game is a part of the curriculum for the New Director Orientation course, which is offered by sections. Called "a wonderful reality check," "extremely effective," and "the best resource I have received from ACA in years," the video was produced thanks to a partnership with Frontier Insurance. This timely and relevant video addressed camp safety issues and reiterated to counselors and other front-line staff the importance of their role in child and youth development.

Photo courtesy Curt Goodfellow, Camp Tekoa

"I think he really grew up a lot these past four weeks, and he can't wait until next summer."
— Parent

The *1999 Salary Study* provided a much-needed overview of camp salaries and other relevant information on minimum wage and taxes.

ACA's "virtual" community continued to emerge this year. The Web site (www.ACAcamps.org) was redesigned and a members-only section launched. Another new feature on the Web site is a link to Amazon.com, which gives members access to a broad selection of books and allows them to order directly from Amazon, with ACA receiving a royalty on items purchased.

Camping Magazine and *CampLine* introduced new features and formatting this year as they continued to provide needed information on such topics as youth development, inclusion at camp, searching campers' belongings, and child labor laws.

ACA provided access to multiple learning opportunities and modalities through two customized products produced to support directors in their efforts to meet the new standards. *The Standards Data Manager*, a CD-ROM that enables camp directors to track their progress, and the *Resource Pack*, which contains sample forms and procedures, helped camp directors maintain best practices at their camps.

"I feel more free and independent at camp."
— camper from New England

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Enriching the lives of children and adults . . .

Camp is more than a place; it's an experience, an opportunity for children to be a part of a tight-knit community filled with caring adults where failure is not an option. Camp teaches skills that help kids cope in the real world. For these reasons, ACA is aligned with America's Promise — The Alliance for Youth, chaired by Gen. Colin Powell. ACA has set a goal of increasing the number of low-income and under-served children who have a camp experience by 15 percent by the year 2000.

"At camp I feel great and totally myself."
— camper from New England

Commitment to children and youth

Growing up today is more difficult than in the past. More parents work, more kids grow up in single parent households, and many kids don't feel a sense of belonging. Camp is one of the real and viable answers for children, youth, and families. Camp offers a supervised, positive environment where children and youth can laugh and develop through a variety of activities — all within a set of controlled boundaries.

This year, ACA was challenged by the national media to respond to the public's concern over youth violence and the safety of the camp environment. ACA met this opportunity with a proactive response, citing the long-term commitment to risk management and describing the attributes of the positive camp "community" and the value within —

. Camp does give kids a world of good. And parents agree. When asked why they send their child to camp, parents overwhelmingly respond because camp can help to increase their child's self-esteem and self-confidence. Some parents even feel that their children are safer at camp then in their own community.

"Camp is really the only place I feel safe, confident, and fully accepted."
— camper from New England

Photo courtesy Camp Emerson

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For camp to enrich the lives of children and adults, camp professionals must fully understand their role in child and youth development. To facilitate this learning process and ultimately enhance the camp experience, ACA's National Education Council and National Conference Program Committee have worked to ensure that all national education events and training courses include information on camp's role in child and youth development, emphasizing ACA's commitment to the lives of young people.

"Nobody judged you. You were accepted no matter what!"
— camper from Missouri

Commitment to spreading the word

For years, ACA has been touting camp's impact on child and youth development — and parents and the media are listening. Camp enrollment is increasing every year, and more and more camp stories appear in newspapers, magazines, and on television news programs. ACA has established itself as a , responsive resource. This year, ACA worked with the Associated Press and CBS Evening News to showcase camps as safe places committed to enriching the lives of campers and staff. ACA-accredited camps and spokespersons were also highlighted in other national publications, such as *USA Today, Good Housekeeping Magazine, American Demographics,* and the *Los Angeles Times.*

Photo courtesy Kathy Buss

In addition to spreading the word to the media, ACA also spread the word to parents by making the process of selecting a camp as easy as possible. The Interactive Camp Database on ACA's Web site continued to provide twenty-four hour to the list of ACA-accredited camps. The national office and local sections also provided resources for parents. Parents who called the national office were referred to the local section or received free information about accredited camps and a copy of the *Summer Camp Answer Booklet.* Many of the sections also offered localized directories, free referral services, or camp fairs.

Photo courtesy Monica Chezem

"His experience at camp is so rewarding — it deepens his sense of himself and enriches his life to an extent that is almost beyond words."
— Parent

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Through the camp experience.

Since Gunnery Camp was founded in 1861, campers have been enjoying fun, adventure, and learning while making memories and friendships that last a lifetime. Although the facilities, programs, and menus have changed over the years, the philosophy of the camp experience and its goals have remained the same. Campers take part in creative, recreational, and educational activities designed to contribute to each camper's mental, physical, social, and spiritual growth. Camp enrollment continues to increase each year, and in 1998, an estimated nine million young people benefitted from a camp experience.

"Camp is cool. I love it. It makes me feel important."
— camper from New England

Commitment to making a camp experience a reality for all

ACA believes that camp is for everyone, regardless of age, ability, and economic situation. Each year, camps and sections work to make camp financially affordable for campers who might not otherwise have the opportunity for a camp experience. In 1998, 65 percent of camps gave scholarships to campers. Section programs, such as SCOPE and Title XX, have also helped to make camp a reality for at-risk kids. In all, nearly $10 million dollars has been given to campers nationwide, broadening the for a camp experience to all children.

As the benefits of the camp experience become more commonly known, so is about the impact of a camp experience for children with special needs. Many of the more than 2,300 camps accredited by ACA operate programs specifically for the special needs of campers with physical, emotional, or mental challenges. During the past few years, the number of camps specifically for burn victims; children with diabetes, AIDS, or cancer; neglected and abused children; and children whose family members have passed away have grown in numbers. In addition to special programs, the number of camps including both campers with disabilities and those without have increased. The National Inclusive Camp Practices study has examined these programs and the results document the benefits of such a program for all participants.

"I made great friends and it made me feel very special."
— camper from Missouri

Photo courtesy Camp Rio Raso

Commitment to best practices

Safety is a key concern of parents — and ACA. ACA's accreditation standards are designed to address the issues of health, safety, and program quality and to give parents a peace of mind when sending their children to camp. The more than 2,300 camps accredited by ACA have voluntarily agreed to comply with these , ensuring that their program are of the highest quality in the industry. More than anything, ACA accreditation expresses a camp's commitment to those who attend.

To ensure that ACA standards remain a valid reflection of best practices, the standards were revised in 1998 to take into consideration both summer and year-round programs, current public expectations, and changes in the legal and regulatory climate. As difficult as change is, ACA must be current and on the cutting edge of the emerging programs and issues

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changing the face of the organized camp experience. We must always have the courage to look to the and be willing to learn lessons and accommodate accordingly.

The National Standards Board accepted this demand and the demands of the huge training effort that follows a change in standards. To ensure that the standards were implemented appropriately, standards instructors and standards visitors had to be trained and updated. Camp directors also received training in the new standards. In all, ACA members took part in nearly 15,000 hours of standards training this year, a meaningful statement to members' commitment to and belief in quality camp experiences.

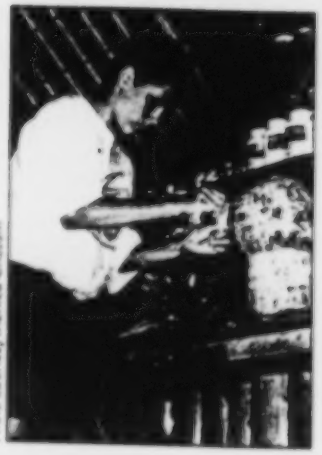

Photo courtesy Monica Chezem

"It's easier to take responsibility and do things that help everyone."

— camper from New England

Commitment to the future

Children and adults have been going to camp for more than 150 years and ACA is dedicated to ensuring that people years from now have that same experience. This year, more than 150 ACA leaders met to discuss the association's future. The participants in this boldly proclaimed that ACA wants to be a leader in the industry, the knowledge center for camping. The newly formed Resource Development Committee shares that motivation and to that end will mobilize all resource development efforts to profoundly influence the promotion and preservation of organized camping in the twenty-first century.

National and section structures have also changed to support the growth of the association. The reorganization of the national staff has resulted in cross-functional teams and improved communication and interaction among departments and sections. Likewise, the combining of the ACA Central, Eastern, and Western Pennsylvania Sections into the Keystone Regional Section, ACA Cumberland and ACA Mid-South Section into the ACA Heart of the South Section, and the ACA Florida Section merging with the ACA Southeastern Section has allowed section staff to better serve members and support the camp experience by increasing and capacity. ACA's renewed governing structures will enhance our position in the twenty-first century, ensuring all people have the opportunity to have a positive camp experience.

Photo courtesy Camp Emerson

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Contributors

We gratefully acknowledge those individuals and organizations who supported ACA this past year.

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Mrs. Ruth Iserman

$1,500 – $2,999

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William Swindell

$1,000 – $1,499

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Nicholas E. Smith
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John Stanley
David Steele
Janet Steinback
Mel Stern
Owen Stern
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David Stricker
Murray Struver
Steven Sudduth
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Lou L. Tate
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Stephen Taylor
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Virginia Thompson
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Dr. Elizabeth Umstead
Dawes Van Winkle
Louise G. Van Winkle
Mary Vehslage
Peter Vigdes
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Rachel Wagman
Abraham Wahrhaftig
K. Walker
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Cheryl Weinman
Jack Weiner
Les Weiser
Suz Welch
Gail White
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Charles Witherell
Kenneth Wold
Donna Wood
Hobie & Ann Woods
Elsie P. Wrobam
Jean Wooten
Mrs. Sally Yarberry
Daniel Ziegler
Debra Zvanut

Camp & Business Contributions

Baskin-Robbins USA, Co.
Bravo Restaurants, Inc.
Camp Cedar
Camp Thoreau Day Camp
Catering By Michaels
Chicago Office of Tourism
Decoma Day Camp
Domino's Pizza
Easter Seal Camp Timber Point
Illinois Spina Bifida Assoc.
KFC Corporation
Mrs. Fields/Alan-Lines
New Dimensions
Oberweis Dairy
Seacamp
Spalding Sports Worldwide
Tom Sawyer Camps
Trattoria Parma
Vienna Beef Manf Co.
Walnut Grove Press
Two anonymous gifts
In-Kind Donations
Lon Babby
Busch Entertainment Corp.
Jordan Coleman – NetMonger
Jennifer Hauge
Hershey Foods Corp.
Patagonia
Peterson's Guides
Rich Smikle
Wild Birds Unlimited
Gordan Wishard

Robert Hanson
Andrew & Jean McMillan

Robert Hanson

Abbott Fenn
Dan & Hermione Hemphill
Mildred Kriebel

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Gifts of $10,000 – Up

Edna I. Easter Trust
Frontier Insurance
Markel Insurance

Additional Gifts

A. M. Skier Insurance
J. Wendell Howe
Otto K. Rosahn Memorial
Ernie Schmidt
American Camping Foundation

$10,000

Business Contributions

Markel Insurance

$2,000

Camp Contributions

Camp Echo Lake
Ivy League Day Camp

$1,000 – $1,250

Individual Contributions

Allen L. Beavers, Jr.
Marion Caldwell
Edith Middleton
Dr. Betty van der Smissen

Camp & Business Contributions

Association of Independent Camps
Camp Birchmont
Pierce Camp
Pierce Country Day Camp

Section Contributions

ACA Florida

$500 – $999

Section Contributions

ACA Virginias

$200 – $499

Individual Contributions

David Hilliard
John Jorgenson
Eddie Klein Royalty
Jane McCutcheon
Mary D. McKinney
Jack Pearse

Camp & Business Contributions

Bourdon's
Camp Tawingo
Catalina Sea Camp
Chatham Group
Happiness Is Camping

Section Contributions

ACA New England
ACA Rocky Mountain
ACA St. Louis

$100 – $199

Individual Contributions

Mary Helen Franko
Beth Goodwin
Arthur Wannlund

$50 – $99

Individual Contributions

Dana M. Fisher
Irene Mary Gardner
Ralph Lowder
Ronald H. Springs

Up to $49

Individual Contributions

Kathleen Barbieto
Richard K. Chamberlain
Debbie Whidden

The Acorn Society

The Acorn Society is a program to recognize those who include the American Camping Association and/or the American Camping Foundation in their estate planning or make outright gifts to the Endowment Fund. To qualify for The Acorn Society by way of cash contributions requires a minimum contribution of $10,000 payable over a period of not more than five years.

The Acorn Society Dinner is sponsored by a generous bequest in memory of Jesse Farrow and by anonymous donors inspired by Jesse's leadership. These donors continue to kindle an enthusiasm among camping's most committed leaders and supporters to make gifts in perpetuity for the future of camping and the American Camping Association. We are grateful to each member who believes in the purposes of organized camping and who wants to ensure that camping is continued as a growing, educational opportunity for those who follow.

Acorn Society Members
as of June 1999

Charles & Davera Ackenbom
Jan Adams
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Armand & Beverly Ball
Althea Ballentine
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(1 Anonymous)

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Financial Statements

In fiscal 1999, the American Camping Association, under the direction of new Executive Director Peg Smith, maintained the stability of its longtime programs and services. The implementation of the new standards (a once-every-six-years cycle) both created and used association resources. A continuing analysis of core values and goals led to a decision to build on the association's strengths to pursue growth in membership and status.

Statement of Financial Position

Cash and cash equivalents and investments combined show an increase of over $100,000. Most of this is due to budgeting for equity and recovering depreciation expense on the computer conversion. For ACA, the difference between cash and investments is the accounting distinction between cash equivalents and short-term investments.

Accounts receivable from the ACA Bookstore rose because of the increased sales over the last three months of fiscal 1999; however, the total was down because the Foundation and insurance royalty receivables, which were up at the end of fiscal 1998, had been paid by June 30, 1999. Inventory, which consists largely of books for resale, was increased due to the six new products that ACA published this year.

Sections payables were down because all sections are now receiving their dues and fees distribution on a monthly, rather than quarterly, basis. Accrued expenses increases are attributable to timing differences. Increased escrow funds are the additional insurance money from the sections to cover the deductible on the association liability policy; deferred income is down because there were no early payments of exhibit booth registrations this year.

ACA's net asset classifications include:

Unrestricted, which includes the general fund, accumulated "I Believe" funds, equity reserve fund, capital fund (from 1986 building remodeling), and funds of various councils and the Pioneers in Camping.

Temporarily restricted, which holds contributions for specific purposes (such as the scholarship fund) until donor requirements have been met.

Statement of Activities

Membership dues revenues remain static, while service fees continue to grow slowly. Conference and education registrations were up considerably, due to the new training required for standards chairs, trainers, and visitors and due to training two groups of section officers at the fall section leadership training. Publications revenues were up because the ACA Bookstore had a tremendous year, selling over 40 percent more than the previous year, largely due to new standards products. Contributions and grants decreased because scholarship contributions were down, following a biannual trend. Also, the American Camping Foundation grants to the association were less because of the special grant in the prior year for the executive search. Royalties were down overall, because the insurance royalty was down, but the Sysco program continues to grow.

Nearly 50 percent of all membership and service fees continue to be distributed to sections to provide local membership services, and the distributions to section related to royalty sharing are growing. Member and field services expense was up because there was no section leadership training in the fall of the prior year, compared to two schools in the fall of fiscal 1999. Camping education includes the annual conference, which had increased expenses due to the Chicago location. Additional expenses accompanied the increased registration revenues in other areas noted above. The increase in educational publications expense is the cost of sales and other expenses related to the $248,000 increase in sales.

Standards program expenses were up because of various training classes which were held before the first visits under the new standards. Government relations program expenses were down because of transition time between lobbyist contracts. Scholarship grants returned to normal levels after an exceptional fiscal 1998.

General and administration expense was up for several reasons. Increased long distance and facsimile usage combined with a change in allocations to show a $27,000 increase in communications expense under that category. Also, an increase in the vacation accrual at year-end provided for an almost $25,000 swing in salary and benefits expense. Governance expenses returned to normal levels after the executive transition of the prior year. Fund-raising expenses were up as ACA used the last of the Lilly Endowment grant to improve the fund-raising department.

American Camping Association, Inc.
Statement of Financial Position

Year Ended June 30	1999	1998
Cash and cash equivalents	$ 828,057	$ 430,233
Accounts receivable, net of allowance	237,843	261,285
Prepaid expenses	78,965	73,557
Pledges receivable, net of allowance	17,768	27,768
Inventory	225,380	201,578
Investments		295,137
Assets held in split interest agreements	30,559	33,939
Building and equipment, net	1,164,230	1,264,189
Total assets	$2,582,802	$2,587,686
Accounts payable	$ 98,255	$ 89,187
Sections payable	162,193	235,725
Accrued expenses	121,288	101,242
Unearned dues	554,904	522,265
Escrow funds	9,752	3,214
Deferred income	175	14,865
Liability under split interest agreements	16,585	18,439
Total liabilities	$ 963,152	$ 984,937
Unrestricted	$1,369,771	$1,334,856
Temporarily restricted	249,879	267,893
	1,619,650	1,602,749
Total liabilities and net assets	$2,582,802	$2,587,686

The consolidated financial statements of the American Camping Association and the American Camping Foundation are audited by Olive, LLP, Indianapolis, IN. For a copy of the audited financial statements with footnotes, write to: Accounting Department, American Camping Association, 5000 State Road 67 North, Martinsville, IN 46151-7902.

Statement of Activities — American Camping Association, Inc.

Year Ended June 30	1999 Unrestricted	1999 Temporarily Restricted	1999 Total	1998 Unrestricted	1998 Temporarily Restricted	1998 Total
Revenue, gains, and other support						
Membership dues	$ 806,452		$ 806,452	$ 791,466		$ 791,466
Service fees	2,000,669		2,000,669	1,824,413		1,824,413
Conferences and education	700,036		700,036	563,872		563,872
Publications revenue	1,115,343		1,115,343	876,542		876,542
Grants and contributions	87,589	$127,659	215,248	104,028	$146,955	250,983
Investment income	29,680		29,680	29,334		29,334
Royalties	281,169		281,169	302,721		302,721
Miscellaneous	131,505		131,505	128,064		128,064
	5,152,443	127,659	5,280,102	4,620,440	146,955	4,767,395
Net assets released from restrictions	145,673	(145,673)		254,469	(254,469)	
	$5,298,116	(18,014)	$5,280,102	$4,874,909	(107,514)	$4,767,395
Expenses and Losses						
Distribution to sections	1,366,095		1,366,095	1,239,929		1,239,929
Member and field services	448,242		448,242	377,936		377,936
Camping education	529,505		529,505	467,250		467,250
Educational publications	1,123,468		1,123,468	958,771		958,771
Public services						
Standards program	244,959		244,959	200,972		200,972
Government relations	87,420		87,420	112,778		112,778
Public relations	204,651		204,651	233,311		233,311
Scholarships and grants	99,313		99,313	145,855		145,855
Total program services	$4,103,653		$4,103,653	$3,736,802		$3,736,802
Management and general						
General and administration	765,701		765,701	675,774		675,774
Governance	202,675		202,675	318,943		318,943
Fund raising	191,172		191,172	123,980		123,980
	$5,263,201		$5,263,201	$4,855,499		$4,855,499
	$ 34,915	**(18,014)**	**$ 16,901**	**$ 19,410**	**(107,514)**	**(88,104)**
	$1,334,856	**$267,893**	**$1,602,749**	**$1,315,446**	**$375,407**	**$1,690,853**
	$1,369,771	**$249,879**	**$1,619,650**	**$1,334,856**	**$267,893**	**$1,602,749**

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